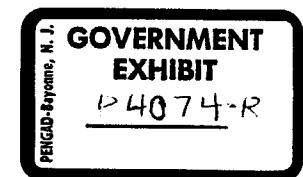


# *Financial, HR, Procurement Systems Overhaul Project*

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**FSO Project Kick-off Conference Call – 10/14/02 and 10/15/02**



NEXTEL-000053  
HIGHLY CONFIDENTIAL

**NEXTEL**

# What is FSO?

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- **The purpose of FSO is to facilitate the creation of world class infrastructure in the following organizations:**
  - **Accounting and Finance under the direction of Bill Arendt**
  - **Human Resources under the direction of Randy Harris**
  - **Supply Chain Management under the direction of Brian Meadows**
  - **Tax under the direction of Brian Davis**
  
- **Infrastructure refers to:**
  - **Business Processes**
  - **Technology and Automation**
  - **Organizational Structure**

# What is FSO? - Functions under consideration for a 2003 upgrade

| Accounting & Finance | Human Resources                                    | Tax                                       | Supply Chain                          | Other Organizations                           |
|----------------------|----------------------------------------------------|-------------------------------------------|---------------------------------------|-----------------------------------------------|
| Accounts Payable     | Benefits                                           | Income & Franchise Tax Prep               | Asset Mgmt                            | Billing                                       |
| Accounts Receivable  | Career Dev. Plan<br>Competency Tracking            | Financial Reporting                       | Auctioning                            | Analog Billing                                |
| Budgeting            | Compensation                                       | POS                                       | Item Master Management                | Cell Site Tracking                            |
| Cash Tracking        | Contractor Tracking                                | Service                                   | Contract Management                   | Collections                                   |
| Commissions          | Employee Administration<br>(Term Proc/Trans/Relos) | Use Tax                                   | Distribution Requirements<br>Planning | Corp. Financial Strategy                      |
| Consolidation        | Employee Communications                            | Planning                                  | eProcurement                          | Corporate Comms - Empl<br>Comms               |
| Cost Accounting      | Employee Relations                                 | Incentives                                | Forecasting                           | Customer Care Productivity                    |
| Expense Reporting    | Mergers, Acquisitions,<br>Restructurings           | Research                                  | Inventory Management                  | Downstream Reporting<br>Tools from DW         |
| Financial Planning   | Performance Mgmt                                   | Accruals                                  | MWBE and Supplier<br>Database         | Employee Phone<br>Fulfillment                 |
| Financial Reporting  | Policies and Procedures                            | Sales & Transaction Tax<br>Report Filings | Purchase Orders                       | External Business<br>Relationships            |
| Fixed Assets         | Recruiting                                         | Payments                                  | Property Management                   | Legal Contract<br>Management                  |
| Forecasting          | Succession Planning                                | Reconciliations                           | Receiving Goods                       | Legal Litigation                              |
| General Ledger       | Surveys                                            | Adjustments                               | Requisition                           | Legal Security / Privacy                      |
| Handset Inventory    | Training                                           | Unclaimed Property                        | RFP                                   | Nextel Retail                                 |
| Journal Entry        | Workforce Planning/Staffing                        | Audits & Litigation                       | Supplier Scheduling                   | Product Management -<br>Product Profitability |
| Payroll              | Workforce Deployment                               | Property Tax Filings                      | Vendor Evaluation                     | Revenue Assurance                             |
| Project Accounting   |                                                    | Assessment Review &<br>Controls           | Work Order Management                 | Sales Commissions /<br>Direct & Indirect      |
| Revenue Mgmt         |                                                    | Payments & Verification                   |                                       | Sales Distribution/ Direct &<br>Indirect      |
| T&E Processing       |                                                    |                                           |                                       | Sales SFA                                     |
|                      |                                                    |                                           |                                       | Spectrum Tracking                             |

☐ Phase 1a, Oracle/PeopleSoft Upgrade

☐ Hackett Recommendation for Phase 1b

☒ No System to Support Function

**NEXTEL**

# What is FSO? - Vision of success for upgrading business processes

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## Processes should:

- be scalable
- be flexible enough to handle exceptions
- be developed from an end to end perspective
- have an owner
- fit into process improvements going on today
- have real-time data
- have dashboards
- be end-to-end across all organizations
- be iterative and continuous
- be simplified and automated
- have accountability at the source
- promote self service where Best Practices call for
- push data with automated alerts for exceptions
- have controls built in at the source and at all touch points
- have automated status notification
- provide information that adds predictability and is forward looking
- have end to end workflow capability
- be measurable
- leverage application technology best practices

# **What is FSO? - Vision of success for upgrading technology**

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## **Technology should:**

- **be integrated in support of end to end processes**
- **support minimal interfaces and have high data integrity**
- **focus on performance (availability, batch and online response time)**
- **be easy and cost effective to maintain**
- **deploy from a single data source**
- **provide automated end to end workflow**
- **facilitate automated business intelligence tools, forecasting and reporting at all levels**
- **push data and provide alerts to exceptions and touch points**
- **provide internal and external web enablement**
- **provide personalized portals**
- **provide automated controls at source and touch points**
- **utilize best industry technology and best practices**
- **easily support upgrades**
- **fit within the context of our architectural direction**
- **be table driven**
- **have internal and external security**
- **have adequate archive and user-friendly retrieval**
- **be scalable**
- **be internally supportable or outsourced**

# Why One Big Project?

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- \* **A recent Hackett Bench Marking study has proven that fragmented efforts sub-optimize benefit realization by as much as 30%**
  - **Systems and information**
    - ❖ **30% down to 21%**
  - **Process redesign**
    - ❖ **50% down to 35%**
  - **Organizational redesign**
    - ❖ **20% down to 14%**

# Who Will Need to Participate?

| FUNCTIONAL AREA        |                     | ESCALATION PATH |                              |                 |                              |                  |                              |
|------------------------|---------------------|-----------------|------------------------------|-----------------|------------------------------|------------------|------------------------------|
|                        |                     | 3rd Level       | Desk Phone                   | 2nd Level       | Desk Phone                   | 1st Level        | Desk Phone                   |
|                        |                     | Approval        | Cell Phone                   | Approval        | Cell Phone                   | Approval         | Cell Phone                   |
| ACCOUNTING AND FINANCE | Payroll             | Bill Parker     | 703-433-4787<br>703-926-7959 | Bill Parker     | 703-433-4787<br>703-926-7959 | Bill Parker      | 703-433-4787<br>703-926-7959 |
|                        | Fixed Assets        | Bill Arendt     | 703-433-4152<br>703-906-3625 | Grant Ozias     | 703-433-4555<br>703-906-3649 | Grant Ozias      | 703-433-4555<br>703-906-3649 |
|                        | Project Accounting  | Bill Arendt     | 703-433-4152<br>703-906-3625 | Grant Ozias     | 703-433-4555<br>703-906-3649 | Grant Ozias      | 703-433-4555<br>703-906-3649 |
|                        | Accounts Payable    | Bill Parker     | 703-433-4787<br>703-926-7959 | Joel Stafford   | 703-433-4576<br>703-906-3642 | Laleh Shabani    | 703-433-4566<br>703-926-3747 |
|                        | T&E Processing      | Bill Parker     | 703-433-4787<br>703-926-7959 | Joel Stafford   | 703-433-4576<br>703-906-3642 | Judy Phillips    | 703-433-4558<br>703-926-8026 |
|                        | P-Card              | Bill Parker     | 703-433-4787<br>703-926-7959 | Joel Stafford   | 703-433-4576<br>703-906-3642 | Judy Phillips    | 703-433-4558<br>703-926-8026 |
|                        | Commissions         | Bill Parker     | 703-433-4787<br>703-926-7959 | Robin Berg      | 703-744-8392<br>703-898-6537 | Mona Calistrat   | 703-744-8398<br>301-252-2941 |
|                        | Revenue Mgmt        | Bill Arendt     | 703-433-4152<br>703-906-3625 | Vince Loiacono  | 703-433-4189<br>703-906-3623 | Terri Pignotti   | 703-433-4560<br>703-906-3686 |
|                        | Budgeting           | Bill Arendt     | 703-433-4152<br>703-906-3625 | Tim Gray        | 703-433-4453<br>703-856-4110 |                  | 703-433-4768                 |
|                        |                     | Mike Corkery    | 703-433-4614<br>703-926-7959 | Janine Rubitski | 703-433-4452<br>703-930-5706 | Brian Ostrander  | 703-930-7339                 |
|                        | Financial Planning  | Bill Arendt     | 703-433-4152<br>703-906-3625 | Tim Gray        | 703-433-4453<br>703-856-4110 |                  | 703-433-4768                 |
|                        |                     | Mike Corkery    | 703-433-4614<br>703-926-7959 | Janine Rubitski | 703-433-4452<br>703-930-5706 | Brian Ostrander  | 703-930-7339                 |
|                        | Forecasting         | Bill Arendt     | 703-433-4152<br>703-906-3625 | Tim Gray        | 703-433-4453<br>703-856-4110 |                  | 703-433-4768                 |
|                        |                     | Mike Corkery    | 703-433-4614<br>703-926-7959 | Janine Rubitski | 703-433-4452<br>703-930-5706 | Brian Ostrander  | 703-930-7339                 |
|                        | Accounts Receivable | Bill Arendt     | 703-433-4152<br>703-906-3625 | Vince Loiacono  | 703-433-4189<br>703-906-3623 | Katherine Kiviat | 703-433-4184<br>703-906-3657 |
|                        | Cash Tracking       | Bill Arendt     | 703-433-4152<br>703-906-3625 | Vince Loiacono  | 703-433-4189<br>703-906-3623 | Brent Taylor     | 703-433-4582<br>703-930-7050 |
|                        | Consolidation       | Bill Arendt     | 703-433-4152<br>703-906-3625 | Vince Loiacono  | 703-433-4189<br>703-906-3623 | Chris Nagler     | 703-433-4199<br>703-906-2755 |
|                        | Cost Accounting     | Bill Arendt     | 703-433-4152<br>703-906-3625 | Vince Loiacono  | 703-433-4189<br>703-906-3623 | Vince Loiacono   | 703-433-4189<br>703-906-3623 |
|                        | General Ledger      | Bill Arendt     | 703-433-4152<br>703-906-3625 | Vince Loiacono  | 703-433-4189<br>703-906-3623 | Chris Nagler     | 703-433-4199<br>703-906-2755 |

# Who Will Need to Participate?

| ACCOUNTING AND FINANCE | Handset Inventory          | Bill Arendt  | 703-433-4152 | Vince Loiacono           | 703-433-4189 | Jill MacDonald     | 703-433-4713 |
|------------------------|----------------------------|--------------|--------------|--------------------------|--------------|--------------------|--------------|
|                        |                            |              | 703-906-3625 |                          | 703-906-3623 |                    | 703-930-8069 |
|                        | Journal Entry              | Bill Arendt  | 703-433-4152 | Vince Loiacono           | 703-433-4189 | Vince Loiacono     | 703-433-4189 |
|                        |                            |              | 703-906-3625 |                          | 703-906-3623 |                    | 703-906-3623 |
|                        | Tax                        | Bill Arendt  | 703-433-4152 | Vince Loiacono           | 703-433-4189 | Brent Taylor       | 703-433-4582 |
|                        |                            |              | 703-906-3625 |                          | 703-906-3623 |                    | 703-930-7050 |
|                        |                            |              |              |                          | 703-433-4586 |                    |              |
|                        | Systems                    | Bill Arendt  | 703-433-4152 | Mark Van de Meulebroecke |              | Scott Molvenne     | 703-433-4852 |
|                        |                            |              | 703-906-3625 |                          | 703-926-3400 |                    |              |
|                        | Customer Financial Systems | Marci Carris | 720-206-2729 | Marci Carris             | 720-206-2729 | Jeff Anna          | 720-206-3404 |
|                        |                            |              | 303-901-1717 |                          | 303-901-1717 |                    | 303-419-3829 |
|                        | Treasury                   | Marci Carris | 720-206-2729 | Marci Carris             | 720-206-2729 | Jennifer Dale      | 703-433-4458 |
|                        |                            |              | 303-901-1717 |                          | 303-901-1717 |                    | 703-675-0321 |
|                        |                            | Bill Arendt  | 703-433-4152 |                          |              |                    | 703-433-4199 |
|                        | Expense Reporting          |              | 703-906-3625 | Vince Loiacono           |              | Chris Nagler       | 703-906-2755 |
|                        |                            | Mike Corkery | 703-433-4614 |                          |              |                    | 703-433-4199 |
|                        |                            |              | 703-926-7959 |                          | 703-906-3623 | Chris Nagler       | 703-906-2755 |
|                        |                            | Bill Arendt  | 703-433-4152 |                          |              | Beth Tofoya        | 703-433-4577 |
|                        | Financial Reporting        |              | 703-906-3625 | Vince Loiacono           | 703-433-4189 | External Reporting | 703-906-3630 |
|                        |                            | Mike Corkery | 703-433-4614 |                          |              | Maryann Melcher    | 703-433-4197 |
|                        |                            |              | 703-926-7959 |                          | 703-433-4189 | Internal Reporting | 703-929-5117 |
|                        | Reconciliations            | Marci Carris | 720-206-2729 | Marci Carris             | 720-206-2729 | Ody Sayo           | 720-206-3956 |
|                        |                            |              | 303-901-1717 |                          | 303-901-1717 |                    | 303-356-3640 |



# Who Will Need to Participate?

| Function        | BSC/TEAM/PP/PH                     |                                                |                                                |                       |                          |                               |
|-----------------|------------------------------------|------------------------------------------------|------------------------------------------------|-----------------------|--------------------------|-------------------------------|
|                 | 2nd Level Approval                 | Desk Phone Cell Phone                          | 2nd Level Approval                             | Desk Phone Cell Phone | 1st Level Approval (BSC) | Desk Phone Cell Phone         |
| HUMAN RESOURCES | Benefits                           | Ellen Petrocci (703) 433-4060 (703) 930-7022   | Ellen Petrocci (703) 433-4060 (703) 930-7022   |                       | Karen Wolfgang           | (703) 433-4056 --             |
|                 | Career Dev/Planning                | Jim Caprara (703) 433-4625 (703) 675-9743      | Lynn Schmidt (703) 433-4524 (703) 930-7211     |                       | Lynn Schmidt             | (703) 433-4524 (703) 930-7211 |
|                 | Competency Tracking                | Ellen Petrocci (703) 433-4060 (703) 930-7022   | Alyssa Neumaier (703) 433-4054 (703) 898-0823  |                       | Alyssa Neumaier          | (703) 433-4054 (703) 898-0823 |
|                 | Compensation                       | Dan Suffoletta (703) 433-4075 (703) 932-7428   | Dan Suffoletta (703) 433-4075 (703) 932-7428   |                       | Amy Hennessey            | (703) 433-4047 (703) 929-0171 |
|                 | Contractor Tracking                | Dan Suffoletta (703) 433-4075 (703) 932-7428   | Susan Rink                                     |                       | Tara Falwell             |                               |
|                 | Employee Admin                     | Randy Harris (703) 433-4420 (703) 675-9424     | Randy Harris (703) 433-4420 (703) 675-9424     |                       | TBD                      |                               |
|                 | Employee Communications            | Elizabeth Brooks (703) 433-4050 (703) 929-5154 | Terry Mellendorf (703) 433-4050 (703) 929-5154 |                       | Nancy Jorns              | (703) 433-4657 (703) 932-1646 |
|                 | Employee Relations                 | Terry Mellendorf (703) 433-4420 (703) 675-9424 | Dan Suffoletta (703) 433-4075 (703) 932-7428   |                       | Amy Hennessey            | (703) 433-4047 (703) 929-0171 |
|                 | Mergers/Acquisitions/Restructuring | Randy Harris (703) 433-4060 (703) 930-7022     | Alyssa Neumaier (703) 433-4054 (703) 898-0823  |                       | Candice Anderson         | (703) 433-3892 --             |
|                 | Performance Mgmt                   | Ellen Petrocci (703) 433-4420 (703) 675-9424   | Terry Mellendorf (703) 433-4050 (703) 929-5154 |                       | Nancy Jorns              | (703) 433-4657 (703) 932-1646 |
|                 | Policies & Procedures              | Randy Harris (703) 433-4024 (703) 906-3231     | Claudia Hall (703) 433-4024 (703) 906-3231     |                       | Dan Gillison             | (703) 433-4682 (703) 856-2592 |
|                 | Recruiting                         | Claudia Hall (703) 433-4420 (703) 675-9424     | Jim Caprara (703) 433-4625 (703) 675-9743      |                       | Lynn Schmidt             | (703) 433-4524 (703) 930-7211 |
|                 | Succession Planning                | Randy Harris (703) 433-4625 (703) 675-9743     | Chris Houck (407) 838-5256 (407) 908-2046      |                       | Richard Zenk             | (703) 433-4523 (703) 675-9485 |
|                 | Surveys                            | Jim Caprara (703) 433-4050 (703) 929-5154      | Dan Suffoletta (703) 433-4075 (703) 932-7428   |                       | Amy Hennessey            | (703) 433-4047 (703) 929-0171 |
|                 | Termination Processing             | Terry Mellendorf                               |                                                |                       |                          |                               |

# Who Will Need to Participate?

|                             |                         | ESCALATION PATH       |                                  |                           |                                  |                            |                           |
|-----------------------------|-------------------------|-----------------------|----------------------------------|---------------------------|----------------------------------|----------------------------|---------------------------|
|                             |                         | 3rd Level<br>Approval | Desk Phone<br>Call Number        | 2nd Level<br>Approval     | Desk Phone<br>Call Number        | 1st Level<br>Approval Name | Desk Phone<br>Call Number |
| HUMAN RESOURCES             | Training                | Jim Caprara           | (703) 433-4625                   | Robin Brancart            | (703) 433-3714                   | TBD                        |                           |
|                             |                         |                       |                                  | Sales Institute           | (703) 856-5621                   |                            |                           |
|                             |                         |                       |                                  | Lynn Tierney              | (678) 473-4464                   | TBD                        |                           |
|                             |                         |                       |                                  | Customer Support          | (404) 597-3731                   |                            |                           |
|                             |                         |                       |                                  | Bernard Flaherty          | (703) 547-5417                   | TBD                        |                           |
|                             |                         |                       |                                  | Technology Institute      | (703) 928-5784                   |                            |                           |
|                             |                         |                       |                                  | Lynn Schmidt              | (703) 433-4524                   | TBD                        |                           |
|                             |                         |                       |                                  | Leadership Institute      | (703) 930-7211                   |                            |                           |
|                             |                         |                       |                                  | Patricia Rhodes           | (703) 433-4025                   | TBD                        |                           |
|                             |                         |                       |                                  | Products & Services       | (703) 898-8697                   |                            |                           |
|                             | Transfers & Relocations | Ellen Petrocci        | (703) 433-4060<br>(703) 930-7022 | Maria Meyer               | (703) 433-3567                   | TBD                        |                           |
|                             |                         |                       |                                  | Nextel Learning Solutions | (954) 520-2800                   |                            |                           |
|                             |                         |                       |                                  | Chris Houck               | (407) 838-5256                   | TBD                        |                           |
|                             |                         |                       |                                  | Business Mgmt             | (407) 908-2046                   |                            |                           |
| Workforce Planning/Staffing | Terry Mellendorf        |                       | (703) 433-4050<br>(703) 929-5154 | Ellen Petrocci            | (703) 433-4060<br>(703) 930-7022 | Amy Cavanaugh              |                           |
|                             |                         |                       |                                  | Claudia Hall              | (703) 433-4024<br>(703) 906-3231 |                            | TBD                       |
|                             | Workforce Deployment    | Randy Harris          | (703) 433-4420<br>(703) 675-9424 | Terry Mellendorf          | (703) 433-4050<br>(703) 929-5154 | TBD                        |                           |
|                             |                         |                       |                                  |                           |                                  |                            |                           |

# Who Will Need to Participate?

| SUPPLY CHAIN | Asset Mgmt                         | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 | Scott Sovereign | (703) 433-8302                   | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|--------------|------------------------------------|----------------|----------------------------------|-----------------|----------------------------------|------------------|----------------------------------|
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 906-6260                   | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 552-7286                   |                  | (425) 278-2177                   |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 898-7134                   | Katrina Leach    | (703) 906-3533                   |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 552-7286                   |                  | (425) 278-2177                   |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 898-7134                   | Katrina Leach    | (703) 906-3533                   |
|              | Catalog Mgmt                       | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 | Kathy Hinton    | (703) 552-7286                   |                  | (425) 278-2177                   |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 898-7134                   |                  | (703) 906-3533                   |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 552-7286                   | Donovan Mitchell | (703) 552-7303<br>(703) 856-7404 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 898-7134                   | TBD              |                                  |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 433-8386<br>(703) 928-1546 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              | Contract Mgmt                      | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 | Kathy Hinton    | (703) 552-7286                   |                  | (425) 278-2177                   |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 898-7134                   | Katrina Leach    | (703) 906-3533                   |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 552-7286<br>(703) 898-7134 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 433-8386<br>(703) 928-1546 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              | Distribution Requirements Planning | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 | Scott Sovereign | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 552-7286<br>(703) 898-7134 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 552-7286<br>(703) 898-7134 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 433-8386<br>(703) 928-1546 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              | eCommerce                          | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 | Kathy Hinton    | (703) 552-7286                   |                  | (425) 278-2177                   |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 898-7134                   | Katrina Leach    | (703) 906-3533                   |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 552-7286<br>(703) 898-7134 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 433-8386<br>(703) 928-1546 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              | Forecasting                        | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 | Scott Sovereign | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 552-7286<br>(703) 898-7134 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 433-8386<br>(703) 928-1546 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 433-8386<br>(703) 928-1546 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              | Inventory Mgmt                     | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 | Kathy Hinton    | (703) 552-7286                   |                  | (425) 278-2177                   |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 898-7134                   | Katrina Leach    | (703) 906-3533                   |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 552-7286<br>(703) 898-7134 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |
|              |                                    | Mark Beecy     | (703) 433-8305<br>(703) 856-3390 |                 | (703) 733-8302<br>(703) 906-6260 | Matthew Werner   | (703) 433-8511<br>(703) 930-8062 |
|              |                                    | Brian Meadow s | (703) 433-3862<br>(301) 343-7125 |                 | (703) 433-8386<br>(703) 928-1546 | Robin Williams   | (703) 433-8107<br>(703) 856-5578 |

# Who Will Need to Participate?

| SUPPLY CHAIN | Vendor db Mgmt & MWBE | Mark Beecy    | (703) 433-8305<br>(703) 856-3390 | Kathy Hinton    | (703) 552-7286                   | (703) 552-7306                   |
|--------------|-----------------------|---------------|----------------------------------|-----------------|----------------------------------|----------------------------------|
|              |                       | Brian Meadows | (703) 433-3862<br>(301) 343-7125 |                 | (703) 898-7134                   | (571) 233-2605                   |
|              | Purchase Orders       | Mark Beecy    | (703) 433-8305<br>(703) 856-3390 | Cheryl Kosmann  | (703) 433-4826                   | (407) 838-5059<br>(321) 436-2535 |
|              |                       | Brian Meadows | (703) 433-3862<br>(301) 343-7125 |                 | (703) 675-0889                   | (703) 433-8516<br>(703) 675-5016 |
|              | Property Mgmt         | Al Shotwell   | (703) 433-4007<br>(703) 906-3613 | Cheryl Tipton   | (703) 433-4773<br>n/a            | (703) 433-4773                   |
|              |                       | Brian Meadows | (703) 433-3862<br>(301) 343-7125 |                 | (703) 433-4007<br>(703) 906-3613 | n/a                              |
|              | Receiving             | Mark Beecy    | (703) 433-8305<br>(703) 856-3390 | Cheryl Kosmann  | (703) 433-4826                   | (703) 433-8309                   |
|              |                       | Brian Meadows | (703) 433-3862<br>(301) 343-7125 |                 | (703) 675-0889                   | (703) 926-7747                   |
|              | Requisitioning        | Mark Beecy    | (703) 433-8305<br>(703) 856-3390 | Cheryl Kosmann  | (703) 433-4826                   | (703) 433-8309                   |
|              |                       | Brian Meadows | (703) 433-3862<br>(301) 343-7125 |                 | (703) 675-0889                   | (703) 926-7747                   |
|              | RFP                   | Mark Beecy    | (703) 433-8305<br>(703) 856-3390 | Kathy Hinton    | (703) 552-7286                   | (703) 552-7288                   |
|              |                       | Brian Meadows | (703) 433-3862<br>(301) 343-7125 |                 | (703) 898-7134                   | (703) 675-1415                   |
|              | Supplier Scheduling   | Mark Beecy    | (703) 433-8305<br>(703) 856-3390 | Scott Sovereign | (703) 733-8302<br>(703) 906-6260 | (703) 433-8511<br>(703) 930-8062 |
|              |                       | Brian Meadows | (703) 433-3862<br>(301) 343-7125 |                 | (703) 433-8386<br>(703) 928-1546 | (703) 433-8107<br>(703) 856-5578 |
|              | Vendor Evaluation     | Mark Beecy    | (703) 433-8305<br>(703) 856-3390 | Scott Sovereign | (703) 733-8302<br>(703) 906-6260 | (703) 552-7288<br>(703) 675-1415 |
|              |                       | Brian Meadows | (703) 433-3862<br>(301) 343-7125 |                 | (703) 552-7286<br>(703) 898-7134 | TBD<br>TBD                       |

# Who Will Need to Participate?

| FUNCTION     |                  | ESCALATION PATH    |                          |                    |                          |                          |                          |
|--------------|------------------|--------------------|--------------------------|--------------------|--------------------------|--------------------------|--------------------------|
|              |                  | 3rd Level Approval | Desk Phone<br>Cell Phone | 2nd Level Approval | Desk Phone<br>Cell Phone | 1st Level Approval (SMT) | Desk Phone<br>Cell Phone |
| SUPPLY CHAIN | Work Order Mgmt  | Mark Beecy         | (703) 433-8305           | Scott Sovereign    | (703) 433-8302           | Matthew Werner           | (703) 433-8511           |
|              |                  |                    | (703) 856-3390           |                    |                          |                          | (703) 930-8062           |
|              |                  | Brian Meadows      | (703) 433-3862           |                    | (703) 906-6260           | Robin Williams           | (703) 433-8107           |
|              |                  |                    | (301) 343-7125           |                    |                          |                          | (703) 856-5578           |
|              | Item Master Mgmt |                    | (703) 433-8305           |                    | (703) 733-8302           | Matthew Werner           | (703) 433-8511           |
|              |                  | Mark Beecy         |                          | Scott Sovereign    |                          |                          | (703) 930-8062           |
|              |                  |                    | (703) 856-3390           |                    | (703) 906-6260           |                          | (703) 433-8107           |
|              |                  |                    | (703) 433-3862           |                    | (703) 552-7286           | Robin Williams           | (703) 856-5578           |
|              |                  | Brian Meadows      |                          | Kathy Hinton       |                          | Katrina Leach            | (425) 278-2177           |
|              |                  |                    | (301) 343-7125           |                    | (703) 898-7134           |                          | (703) 906-3533           |

# Who Will Need to Participate?

| TAX | Income & Franchise Tax Prep    | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Blif Boswinkle  | (703) 433-4490<br>(703) 926-0113 |                 |                                  |
|-----|--------------------------------|-------------|----------------------------------|-----------------|----------------------------------|-----------------|----------------------------------|
|     | Income Tax Financial Reporting | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Bill Boswinkle  | (703) 433-4490<br>(703) 926-0113 |                 |                                  |
|     | POS                            | Brian Davis | (703) 433-4487<br>(703) 906-3583 | John Cavalleri  | (703) 433-4126<br>(703) 906-3572 | Peter Falli     | (703) 433-4501<br>(703) 675-1870 |
|     | Service                        | Brian Davis | (703) 433-4487<br>(703) 906-3583 | John Cavalleri  | (703) 433-4126<br>(703) 906-3572 | Jeff Dean       | (703) 433-4125<br>(703) 906-3907 |
|     | Use Tax                        | Brian Davis | (703) 433-4487<br>(703) 906-3583 | John Cavalleri  | (703) 433-4126<br>(703) 906-3572 | Peter Falli     | (703) 433-4501<br>(703) 675-1870 |
|     | TEMS                           | Brian Davis | (703) 433-4487<br>(703) 906-3583 | John Cavalleri  | (703) 433-4126<br>(703) 906-3572 | Sunti Snguon    | (703) 433-4499<br>(703) 926-3359 |
|     | Planning                       | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Julio Duarte    | (703) 433-4491<br>(703) 906-3895 |                 |                                  |
|     | Incentives                     | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Julio Duarte    | (703) 433-4491<br>(703) 906-3895 |                 |                                  |
|     | Research                       | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Julio Duarte    | (703) 433-4491<br>(703) 906-3895 |                 |                                  |
|     | Accruals                       | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Jeff Dean       | (703) 433-4125<br>(703) 906-3907 | Christine Goode | 703-433-4496<br>703-928-6002     |
|     | Tax Report Filings             | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Jeff Dean       | (703) 433-4125<br>(703) 906-3907 | Christine Goode | 703-433-4496<br>703-928-6002     |
|     | Payments                       | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Jeff Dean       | (703) 433-4125<br>(703) 906-3907 | Christine Goode | 703-433-4496<br>703-928-6002     |
|     | Reconciliations                | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Jeff Dean       | (703) 433-4125<br>(703) 906-3907 | Christine Goode | 703-433-4496<br>703-928-6002     |
|     | Adjustments                    | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Jeff Dean       | (703) 433-4125<br>(703) 906-3907 | Christine Goode | 703-433-4496<br>703-928-6002     |
|     | Unclaimed Property             | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Jeff Dean       | (703) 433-4125<br>(703) 906-3907 | Andrew Vaughn   | 703-433-3899<br>703-675-2101     |
|     | Audits & Litigation            | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Michael Raymond | (703) 433-4489<br>(703) 906-7916 | Joy Pinchback   | (703) 433-4374<br>(703) 433-4374 |
|     | Property Tax Filings           | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Paul Kahan      | (703) 433-4020<br>(703) 856-2328 | Paul Kahan      | (703) 433-4020<br>(703) 856-2328 |
|     | Assessment Review & Controls   | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Paul Kahan      | (703) 433-4020<br>(703) 856-2328 | Paul Kahan      | (703) 433-4020<br>(703) 856-2328 |
|     | Payments & Verification        | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Paul Kahan      | (703) 433-4020<br>(703) 856-2328 | Paul Kahan      | (703) 433-4020<br>(703) 856-2328 |
|     | Special Projects               | Brian Davis | (703) 433-4487<br>(703) 906-3583 | Jack Kearney    | (703) 433-4502<br>(703) 675-0798 | Jack Kearney    | (703) 433-4502<br>(703) 675-0798 |

## **Schedule For Remainder of the Year**

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- **Internally select software vendors – 10/31/02**
- **Negotiate software deals – 11/30/02**
- **Internally select integration vendors – 11/15/02**
- **Negotiate integration vendor deals – 11/30/02**
- **Start project – 12/01/02**
- **Implement Phase 1 in the 2H of 2003**
- **Initiate Phase 2 in the 2H of 2003 for a 2004 delivery**

# Vendor Selection Process

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- **There are 2 types of vendors that will be selected in 2002**
  - **Software Vendors**
  - **Integration Vendors**
- **Core Software**
  - **Oracle only OR**
  - **People Soft Only OR**
  - **Hybrid of Oracle and People Soft**
- **Where applicable, we will also be looking at utilizing new core modules that Oracle and People Soft offer**



# Vendor Selection Process

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- **Systems in scope for upgrade/interface/replacement based on proposed scope**
  - **Interfacing to and/or from new Oracle/People Soft solution**
    - ❖ Atlas
    - ❖ Brass Ring
    - ❖ Cell Track
    - ❖ Cost of Access
    - ❖ Ensemble
    - ❖ EPIC
    - ❖ I Connect
    - ❖ NDW
    - ❖ Nexus
    - ❖ On Track
    - ❖ Stars/Solar
    - ❖ Stock Option Administration
  - **Potential to be replaced by Oracle/People Soft or to interface**
    - ❖ Business Objects (FRS)
    - ❖ IT PMO
    - ❖ MBSO
    - ❖ Ariba
    - ❖ Project Accounting
    - ❖ RENT DB
    - ❖ Tax
    - ❖ TM1 (some components...vertex will be an interface)
    - ❖ VAD financials

# Upcoming Software Demos

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- **People Soft and Oracle will be presenting their latest software versions, each having a 2 day demo**
  - **People Soft on 10/16-10/17**
  - **Oracle on 10/22-10/23**
- **During each demonstration each vendor will focus on the following aspects of their software:**
  - **Strategic requirements defined by second level approvers**
  - **Strategic processes suggested by Hackett**
  - **Nextel systems under consideration for consolidation**
- **Each SME participating in the demo process will provide feedback rankings (via exit questionnaire) that will be used in the vendor selection process**
- **Please come to each demonstration with an open mind**

# Upcoming Software Demos

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Criteria being used to select vendors will include:

- System Functionality
- Vendor Relationship (ability to deliver)
- Need for Customization
- Cost
- Ease of integration
- Scalability
- Conversion Capability
- Vendor Profile
- Reporting Capability
- Ease of Training

# Cross Functional Interdependencies

## Human Resources

|                             |                                             | ACCOUNTING & FINANCE |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |      |      |                    |              | SUPPLY CHAIN   |     |            |            |              |               |                          |           |             |                |                            |      |                     |                 |             |   |
|-----------------------------|---------------------------------------------|----------------------|---------------------|-----------|---------------|-------------|---------------|-----------------|-------------------|--------------------|---------------------|--------------|-------------|----------------|-------------------|---------------|---------|------|------|--------------------|--------------|----------------|-----|------------|------------|--------------|---------------|--------------------------|-----------|-------------|----------------|----------------------------|------|---------------------|-----------------|-------------|---|
|                             |                                             | Accounts Payable     | Accounts Receivable | Budgeting | Cash Tracking | Commissions | Consolidation | Cost Accounting | Expense Reporting | Financial Planning | Financial Reporting | Fixed Assets | Forecasting | General Ledger | Handset Inventory | Journal Entry | Payroll | EBPP | EBPP | Project Accounting | Revenue Mgmt | T&E Processing | Tax | Asset Mgmt | Auctioning | Catalog Mgmt | Contract Mgmt | Distribution Reqmt's Pln | eCommerce | Forecasting | Inventory Mgmt | MWBE and Supplier Database | P.O. | Property Management | Receiving Goods | Requisition |   |
| HUMAN RESOURCES             | Benefits                                    | X                    |                     | X         | X             |             |               |                 |                   | X                  | X                   |              | X           | X              | X                 | X             | X       |      |      |                    | X            |                | X   |            |            |              |               |                          |           |             |                |                            |      |                     |                 |             | X |
|                             | Career Dev & Planning & Competency Tracking | X                    |                     | X         |               |             |               |                 |                   | X                  |                     |              |             |                |                   |               |         |      |      |                    | X            |                | X   |            |            |              |               | X                        |           |             |                |                            |      | X                   |                 | X           |   |
|                             | Compensation                                |                      |                     | X         |               | X           |               |                 |                   | X                  |                     |              | X           |                |                   |               | X       |      |      |                    |              |                |     |            |            |              |               |                          |           |             |                |                            |      |                     | X               | X           |   |
|                             | Contractor Tracking                         | X                    | X                   | X         |               |             | X             | X               | X                 | X                  |                     | X            | X           |                |                   |               |         |      |      | X                  | X            | X              | X   |            |            |              | X             |                          |           | X           | X              |                            |      |                     | X               | X           |   |
|                             | Employee Admin                              | X                    | X                   | X         |               | X           |               | X               | X                 | X                  | X                   | X            | X           | X              |                   | X             |         |      |      | X                  |              | X              | X   | X          |            |              | X             |                          |           | X           |                | X                          | X    | X                   | X               | X           |   |
|                             | Employee Communications                     |                      |                     |           |               | X           |               | X               |                   |                    |                     |              |             |                | X                 |               | X       |      |      |                    |              | X              | X   |            |            |              | X             |                          |           |             |                |                            |      | X                   | X               |             |   |
|                             | Employee Relations                          |                      |                     |           |               |             |               |                 |                   |                    |                     |              |             |                | X                 |               | X       |      |      |                    |              | X              |     |            |            |              | X             |                          |           |             |                |                            |      | X                   | X               |             |   |
|                             | Mergers, Acqs, Restructurings               |                      |                     | X         |               | X           |               |                 | X                 | X                  | X                   | X            |             | X              |                   | X             | X       |      |      | X                  |              | X              | X   | X          |            |              | X             |                          |           |             | X              |                            | X    |                     |                 | X           |   |
|                             | Performance Mgmt                            |                      |                     |           |               | X           |               |                 |                   |                    |                     |              |             |                |                   |               | X       |      |      |                    |              |                |     |            |            |              | X             |                          |           |             |                |                            |      | X                   | X               |             | X |
|                             | Policies and Procedures                     |                      |                     |           |               | X           |               |                 |                   |                    |                     |              |             |                |                   |               | X       |      |      |                    |              |                |     |            |            |              |               | X                        |           |             |                |                            |      |                     |                 |             | X |
|                             | Recruiting                                  | X                    | X                   | X         |               |             |               |                 | X                 | X                  | X                   |              | X           |                | X                 |               | X       |      |      |                    | X            |                | X   | X          | X          |              |               |                          |           |             |                |                            | X    |                     |                 | X           |   |
|                             | Succession Planning                         |                      |                     | X         |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |      |      |                    |              |                |     |            |            |              | X             |                          |           |             |                |                            |      | X                   | X               |             | X |
|                             | Surveys                                     |                      |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |      |      |                    |              |                |     |            |            |              |               |                          |           |             |                |                            |      |                     |                 |             |   |
|                             | Termination Processing                      | X                    | X                   | X         |               | X           |               |                 | X                 | X                  | X                   | X            | X           | X              | X                 |               | X       |      |      | X                  |              | X              | X   | X          |            |              | X             |                          |           |             |                |                            |      | X                   |                 |             |   |
|                             | Training                                    |                      |                     | X         |               | X           |               |                 |                   |                    |                     |              |             |                | X                 |               |         |      |      |                    |              |                |     |            |            |              |               |                          |           |             |                |                            |      |                     | X               | X           | X |
| Transfers and Relocations   | X                                           |                      | X                   |           |               |             |               | X               |                   |                    |                     |              |             |                |                   | X             |         |      |      |                    |              |                |     |            |            |              |               |                          |           |             |                |                            |      | X                   |                 |             | X |
| EBPP                        |                                             |                      |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |      |      |                    |              |                |     |            |            |              |               |                          |           |             |                |                            |      | X                   |                 |             | X |
| EBPP                        |                                             |                      |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |      |      |                    |              |                |     |            |            |              |               |                          |           |             |                |                            |      |                     |                 |             |   |
| Workforce Planning/Staffing | X                                           | X                    | X                   |           |               |             |               | X               | X                 | X                  |                     | X            |             | X              |                   | X             |         |      | X    |                    | X            | X              | X   |            |            |              |               |                          |           | X           | X              |                            | X    | X                   |                 | X           |   |
| Workforce Deployment        | X                                           | X                    | X                   |           |               |             |               | X               | X                 | X                  |                     | X            |             | X              |                   | X             |         |      | X    |                    | X            | X              | X   |            |            |              |               |                          |           | X           | X              |                            | X    | X                   |                 | X           |   |

## ***Human Resources***

## HUMAN RESOURCES

# Cross Functional Interdependencies

## Accounting & Finance

|                      |                     | HUMAN RESOURCES |                                              |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      |      |                             | SUPPLY CHAIN         |            |            |              |               |                          |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |  |   |   |   |
|----------------------|---------------------|-----------------|----------------------------------------------|--------------|---------------------|----------------|-------------------------|--------------------|-------------------------------|------------------|-------------------------|------------|---------------------|---------|------------------------|----------|---------------------------|------|------|-----------------------------|----------------------|------------|------------|--------------|---------------|--------------------------|-----------|-------------|----------------|----------------------------|------|---------------------|-----------------|-------------|-----|---------------------|-------------|-----------------|--|---|---|---|
|                      |                     | Benefits        | Career, Dev & Planning & Competency Tracking | Compensation | Contractor Tracking | Employee Admin | Employee Communications | Employee Relations | Mergers, Acqs, Restructurings | Performance Mgmt | Policies and Procedures | Recruiting | Succession Planning | Surveys | Termination Processing | Training | Transfers and Relocations | EPPP | EBPP | Workforce Planning/Staffing | Workforce Deployment | Asset Mgmt | Auctioning | Catalog Mgmt | Contract Mgmt | Distribution Reqmt's Pln | eCommerce | Forecasting | Inventory Mgmt | MWBE and Supplier Database | P.O. | Property Management | Receiving Goods | Requisition | RFP | Supplier Scheduling | Vendor Eval | Work Order Mgmt |  |   |   |   |
| ACCOUNTING & FINANCE | Accounts Payable    |                 |                                              |              | X                   |                |                         | X                  | X                             | X                |                         |            |                     |         |                        | X        |                           |      |      |                             | X                    | X          | X          | X            |               | X                        |           |             |                | X                          | X    |                     |                 |             |     |                     |             |                 |  |   |   |   |
|                      | Accounts Receivable |                 |                                              |              | X                   |                |                         | X                  | X                             | X                |                         |            |                     |         |                        |          | X                         |      |      |                             |                      | X          | X          | X            | X             |                          | X         |             |                |                            | X    | X                   |                 |             |     |                     |             |                 |  |   |   |   |
|                      | Budgeting           | X               |                                              | X            | X                   |                |                         | X                  |                               |                  | X                       |            |                     |         | X                      | X        |                           |      |      | X                           | X                    |            |            |              |               |                          |           | X           | X              |                            |      |                     |                 | X           |     |                     |             |                 |  | X |   |   |
|                      | Cash Tracking       |                 |                                              | X            |                     |                |                         |                    |                               | X                |                         |            |                     |         |                        | X        | X                         |      |      |                             |                      | X          | X          |              |               |                          |           | X           | X              |                            |      | X                   |                 |             |     | X                   |             |                 |  |   |   |   |
|                      | Commissions         |                 |                                              | X            |                     | X              |                         |                    | X                             | X                |                         |            |                     | X       |                        | X        |                           |      |      |                             |                      | X          | X          |              |               |                          |           |             |                |                            |      |                     | X               |             |     |                     |             |                 |  |   |   |   |
|                      | Consolidation       |                 |                                              |              |                     |                |                         | X                  |                               | X                |                         |            |                     |         |                        |          |                           |      |      |                             |                      | X          |            |              | X             | X                        |           | X           | X              |                            |      |                     |                 |             |     |                     |             |                 |  |   |   |   |
|                      | Cost Accounting     |                 |                                              |              |                     |                |                         |                    |                               | X                |                         |            |                     |         |                        |          |                           |      |      |                             |                      | X          |            |              |               |                          |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |  |   |   |   |
|                      | Expense Reporting   |                 |                                              |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      |      |                             |                      | X          |            |              |               |                          |           | X           | X              |                            | X    |                     |                 |             |     |                     |             |                 |  |   |   |   |
|                      | Financial Planning  | X               |                                              | X            | X                   |                |                         | X                  |                               |                  | X                       |            |                     |         |                        | X        | X                         |      |      |                             | X                    | X          |            |              |               |                          |           |             | X              | X                          |      |                     | X               |             |     |                     | X           |                 |  |   | X |   |
|                      | Financial Reporting |                 |                                              | X            |                     |                |                         |                    |                               | X                |                         |            |                     |         |                        |          |                           |      |      |                             |                      |            |            |              |               |                          |           |             | X              | X                          |      |                     | X               |             |     |                     | X           |                 |  |   |   | X |
|                      | Fixed Assets        |                 |                                              |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      |      |                             |                      |            |            |              |               |                          |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |  |   |   |   |
|                      | Forecasting         | X               |                                              | X            | X                   |                |                         | X                  |                               | X                |                         |            |                     |         |                        | X        | X                         |      |      |                             | X                    | X          |            |              |               |                          |           | X           |                | X                          |      | X                   |                 | X           | X   |                     |             |                 |  |   |   | X |
|                      | General Ledger      | X               |                                              | X            |                     |                |                         | X                  |                               | X                | X                       |            |                     |         |                        |          | X                         | X    |      |                             | X                    | X          |            |              |               |                          |           | X           | X              |                            |      |                     | X               |             |     |                     | X           |                 |  |   |   | X |
|                      | Handset Inventory   |                 |                                              |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      |      |                             |                      |            | X          |              |               |                          |           |             | X              |                            |      |                     |                 |             | X   | X                   |             |                 |  |   |   |   |
|                      | Journal Entry       | X               |                                              | X            |                     |                |                         | X                  |                               |                  | X                       | X          |                     |         |                        |          |                           |      |      |                             |                      | X          |            |              | X             |                          |           | X           | X              |                            | X    |                     | X               | X           |     |                     |             |                 |  |   |   |   |
|                      | Payroll             | X               | X                                            | X            | X                   | X              | X                       | X                  | X                             | X                | X                       | X          | X                   | X       | X                      | X        |                           |      |      | X                           | X                    |            |            |              |               |                          |           |             | X              |                            |      |                     |                 |             |     |                     |             |                 |  |   |   |   |
|                      | Project Accounting  |                 |                                              |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      |      |                             | X                    | X          |            |              |               |                          |           |             | X              |                            |      |                     |                 |             |     |                     |             |                 |  |   |   |   |
| Revenue Mgmt         |                     |                 |                                              |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      |      | X                           |                      |            |            |              |               |                          | X         |             |                |                            | X    |                     | X               | X           |     |                     |             |                 |  | X |   |   |
| T&E Processing       |                     |                 |                                              | X            | X                   | X              |                         |                    | X                             |                  |                         |            |                     | X       | X                      | X        |                           |      |      |                             |                      |            |            |              |               |                          | X         |             |                |                            |      |                     |                 |             |     |                     |             |                 |  |   |   |   |
| Tax                  |                     |                 | X                                            |              |                     |                |                         |                    |                               |                  |                         |            |                     | X       | X                      | X        |                           |      |      |                             |                      |            |            |              |               |                          | X         |             |                |                            |      |                     |                 |             |     |                     |             |                 |  |   |   |   |
|                      |                     |                 |                                              |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      |      |                             |                      |            |            |              |               |                          |           | X           |                |                            |      |                     |                 |             |     |                     |             |                 |  |   |   |   |

# Cross Functional Interdependencies

## Accounting & Finance

|                      | OTHER ORGANIZATIONS |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 |                                 |           |                   | TAX      |                     |     |         |         |       |                 |          |            |          |         |                    |          |                 |             |                     |                     |                      |                           | GLOBAL                  |                         |                       |            |          |                   |                        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |    |
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|                      | Billing             | Cell Site Tracking | Collections | Corp. Financial Strategy | Corporate Comms - Empl Comms | Customer Care Productivity | Downstream Reporting Tools from DW | Employee Phone Fulfillment | External Business Relationships | Legal Contract Mgmt | Legal Litigation | Legal Security / Privacy | Nextel Retail | Product Mgmt - Product Profitability | Revenue Assurance | Sales Commissions / Dir & Indir | Sales Distribution/ Dir & Indir | Sales SFA | Spectrum Tracking | Tax Prep | Financial Reporting | POS | Service | Use Tax | ITEMS | Contract Review | Planning | Incentives | Research | Actuals | Tax Report Filings | Payments | Reconciliations | Adjustments | Undeclared Property | Audits & Litigation | Property Tax Filings | Assess. Review & Controls | Document & Verification | Payments & Verification | Business Intelligence | Compliance | iConnect | IT Infrastructure | Engineering Operations | Imaging |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |    |
| ACCOUNTING & FINANCE |                     |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 |                                 |           |                   |          |                     |     |         |         |       |                 |          |            |          |         |                    |          |                 |             |                     |                     |                      |                           |                         |                         |                       |            |          |                   |                        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | </ |

# Cross Functional Interdependencies

## Tax

|                              | HUMAN RESOURCES |                                    |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      | ACCOUNTING & FINANCE |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |   |   |
|------------------------------|-----------------|------------------------------------|--------------|---------------------|----------------|-------------------------|--------------------|-------------------------------|------------------|-------------------------|------------|---------------------|---------|------------------------|----------|---------------------------|------|----------------------|-----------------------------|----------------------|------------------|---------------------|-----------|---------------|-------------|---------------|-----------------|-------------------|--------------------|---------------------|--------------|-------------|----------------|-------------------|---------------|---------|--------------------|--------------|----------------|-----|---|---|
|                              | Benefits        | Career Dev & Planning & Competency | Compensation | Contractor Tracking | Employee Admin | Employee Communications | Employee Relations | Mergers, Acqs, Restructurings | Performance Mgmt | Policies and Procedures | Recruiting | Succession Planning | Surveys | Termination Processing | Training | Transfers and Relocations | EPPP | EBPP                 | Workforce Planning/Staffing | Workforce Deployment | Accounts Payable | Accounts Receivable | Budgeting | Cash Tracking | Commissions | Consolidation | Cost Accounting | Expense Reporting | Financial Planning | Financial Reporting | Fixed Assets | Forecasting | General Ledger | Handset Inventory | Journal Entry | Payroll | Project Accounting | Revenue Mgmt | T&E Processing | Tax |   |   |
| Tax                          |                 |                                    |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      |                      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |   |   |
| Tax Prep                     | X               | X                                  | X            |                     |                |                         | X                  |                               |                  |                         |            |                     |         |                        |          |                           |      |                      |                             |                      |                  | X                   |           |               |             | X             |                 |                   |                    | X                   | X            | X           | X              | X                 | X             | X       | X                  | X            | X              | X   | X |   |
| Financial Reporting          | X               | X                                  |              |                     |                |                         | X                  |                               |                  |                         |            |                     |         |                        |          |                           |      |                      |                             |                      |                  |                     | X         |               |             |               |                 |                   | X                  | X                   | X            | X           | X              | X                 | X             | X       | X                  | X            | X              | X   | X |   |
| POS                          |                 |                                    |              |                     |                |                         |                    |                               |                  | X                       |            |                     |         |                        |          |                           | X    |                      |                             |                      |                  |                     | X         |               |             |               | X               |                   |                    |                     |              |             | X              | X                 | X             | X       | X                  | X            | X              | X   | X |   |
| Service                      |                 |                                    |              |                     |                |                         |                    |                               |                  | X                       |            |                     |         |                        |          |                           |      | X                    |                             |                      |                  |                     | X         |               |             |               |                 |                   |                    |                     |              | X           | X              | X                 | X             |         |                    |              |                |     | X |   |
| Use Tax                      |                 |                                    |              |                     |                |                         |                    |                               | X                |                         |            |                     |         |                        |          |                           |      | X                    |                             |                      | X                |                     |           |               |             |               |                 |                   |                    |                     |              |             | X              | X                 |               |         |                    |              |                |     | X |   |
| TEMS                         |                 |                                    |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      | X                    |                             |                      | X                |                     |           |               |             |               |                 |                   |                    |                     |              | X           | X              | X                 | X             |         |                    |              |                |     | X |   |
| Contract Review              |                 |                                    |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      | X                    |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     | X |   |
| Planning                     | X               | X                                  | X            | X                   |                | X                       | X                  |                               |                  |                         |            |                     |         |                        |          | X                         |      |                      | X                           | X                    | X                |                     | X         |               |             | X             |                 |                   |                    | X                   | X            | X           | X              | X                 | X             | X       | X                  |              |                |     | X |   |
| Incentives                   |                 |                                    | X            | X                   | X              | X                       | X                  | X                             |                  |                         |            |                     |         |                        |          | X                         |      |                      | X                           | X                    |                  |                     |           |               |             | X             |                 |                   | X                  | X                   | X            | X           | X              | X                 | X             | X       | X                  |              |                |     | X |   |
| Research                     | X               |                                    |              | X                   | X              | X                       | X                  | X                             | X                |                         |            |                     |         |                        |          |                           |      |                      |                             | X                    |                  |                     |           |               |             | X             |                 |                   | X                  | X                   |              |             |                |                   | X             | X       | X                  |              |                |     | X |   |
| Accruals                     |                 |                                    |              |                     |                |                         | X                  |                               |                  |                         |            |                     |         |                        |          |                           | X    |                      |                             |                      |                  |                     |           |               |             |               | X               |                   |                    | X                   |              |             |                | X                 | X             | X       |                    |              |                |     | X |   |
| Tax Report Filings           |                 |                                    |              |                     |                |                         | X                  |                               |                  | X                       |            |                     |         | X                      |          | X                         | X    |                      |                             |                      | X                | X                   |           |               |             |               |                 |                   |                    |                     | X            |             | X              | X                 | X             |         |                    |              |                |     |   |   |
| Payments                     |                 |                                    |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           | X    |                      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     | X            |             | X              | X                 | X             |         |                    |              |                |     |   |   |
| Reconciliations              |                 |                                    |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           | X    |                      |                             |                      | X                |                     |           |               |             |               |                 |                   |                    |                     |              |             | X              | X                 |               |         |                    |              |                |     |   |   |
| Adjustments                  |                 |                                    |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           | X    |                      |                             |                      | X                |                     |           |               |             |               |                 |                   |                    | X                   |              |             | X              |                   | X             |         |                    |              |                |     |   |   |
| Unclaimed Property           |                 |                                    |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      | X                    |                             |                      | X                |                     |           |               |             | X             |                 |                   |                    |                     |              |             | X              |                   |               |         |                    |              |                |     |   |   |
| Audits & Litigation          | X               | X                                  | X            |                     |                | X                       |                    |                               |                  |                         |            |                     |         |                        |          | X                         |      |                      |                             | X                    | X                | X                   | X         | X             | X           | X             | X               | X                 | X                  | X                   | X            |             | X              | X                 | X             | X       | X                  | X            | X              | X   | X |   |
| Property Tax Filings         | x               | x                                  | x            |                     | x              | x                       | x                  | x                             | x                | x                       | x          | x                   | x       | x                      | x        | x                         | x    | x                    | x                           | x                    | x                | x                   | x         |               |             | x             |                 | x                 | x                  | x                   | x            | x           | x              | x                 | x             | x       | x                  | x            | x              | x   | x |   |
| Assessment Review & Controls |                 |                                    |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      |                      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     | x | x |
| Payments & Verification      |                 |                                    |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |      |                      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     | x | x |



# Cross Functional Interdependencies

## Tax

|                              | SUPPLY CHAIN MANAGEMENT |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 | OTHER ORGANIZATIONS |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               | GLOBAL                               |                   |                                 |                                 |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
|------------------------------|-------------------------|------------|--------------|---------------|-------------------------|-----------|-------------|----------------|----------------------------|------|---------------------|-----------------|-------------|-----|---------------------|-------------|-----------------|---------------------|--------------------|-------------|--------------------------|------------------------------|----------------------------|------------------------------------|----------------------------|---------------------------------|---------------------|------------------|--------------------------|---------------|--------------------------------------|-------------------|---------------------------------|---------------------------------|-----------|-------------------|----------------|-----------------------|------------|----------|-------------------|------------------------|---------|---|---|---|---|---|---|--|
|                              | Asset Mgmt              | Auctioning | Catalog Mgmt | Contract Mgmt | Distribution Reqmts Pln | eCommerce | Forecasting | Inventory Mgmt | MWBE and Supplier Database | P.O. | Property Management | Receiving Goods | Requisition | RFP | Supplier Scheduling | Vendor Eval | Work Order Mgmt | Billing             | Cell Site Tracking | Collections | Corp. Financial Strategy | Corporate Comms - Empl Comms | Customer Care Productivity | Downstream Reporting Tools from DW | Employee Phone Fulfillment | External Business Relationships | Legal Contract Mgmt | Legal Litigation | Legal Security / Privacy | Nextel Retail | Product Mgmt - Product Profitability | Revenue Assurance | Sales Commissions / Dir & Indir | Sales Distribution/ Dir & Indir | Sales SFA | Spectrum Tracking | Data Warehouse | Business Intelligence | Compliance | iConnect | IT Infrastructure | Engineering Operations | Imaging |   |   |   |   |   |   |  |
| Tax                          |                         |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |                     |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 |                                 |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| Tax Prep                     |                         |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |                     |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 |                                 |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| Financial Reporting          |                         |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |                     |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 |                                 |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| POS                          |                         |            |              | X             |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |                     | X                  | X           |                          |                              | X                          | X                                  |                            |                                 | X                   | X                |                          | X             |                                      |                   |                                 |                                 | X         | X                 | X              |                       |            | X        |                   |                        |         |   |   |   |   |   |   |  |
| Service                      |                         |            |              | X             |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 | X                   | X                  |             |                          |                              |                            |                                    |                            | X                               | X                   |                  | X                        |               |                                      |                   |                                 |                                 | X         | X                 |                |                       |            | X        |                   |                        |         |   |   |   |   |   |   |  |
| Use Tax                      | X                       |            |              | X             |                         | X         | X           | X              |                            | X    |                     |                 |             |     |                     |             |                 | X                   | X                  |             |                          |                              |                            | X                                  | X                          |                                 | X                   | X                |                          | X             |                                      | X                 |                                 |                                 |           | X                 |                | X                     |            |          |                   | X                      |         |   |   |   |   |   |   |  |
| TEMS                         |                         |            |              | X             |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 | X                   | X                  |             |                          |                              | X                          | X                                  |                            | X                               | X                   |                  | X                        | X             |                                      | X                 | X                               |                                 |           |                   | X              |                       | X          |          |                   |                        |         |   |   |   |   |   |   |  |
| Contract Review              |                         |            |              | X             |                         |           |             |                |                            |      |                     |                 |             | X   |                     |             |                 | X                   |                    | X           |                          |                              | X                          | X                                  |                            |                                 | X                   |                  |                          |               |                                      |                   |                                 |                                 | X         | X                 | X              |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| Planning                     |                         |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |                     |                    |             | X                        | X                            |                            |                                    |                            | X                               |                     | X                |                          |               |                                      |                   |                                 |                                 |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| Incentives                   |                         |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |                     |                    |             | X                        | X                            |                            |                                    |                            | X                               |                     | X                |                          |               |                                      |                   |                                 |                                 |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| Research                     |                         |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |                     |                    |             | X                        | X                            |                            |                                    |                            | X                               |                     | X                |                          |               |                                      |                   |                                 |                                 |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| Accruals                     |                         |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |                     |                    |             | X                        | X                            |                            |                                    |                            | X                               | X                   | X                |                          |               |                                      |                   |                                 |                                 |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| Tax Report Filings           |                         |            |              |               |                         |           | X           |                |                            |      |                     |                 |             |     |                     | X           |                 | X                   | X                  |             |                          |                              |                            | X                                  | X                          |                                 |                     |                  |                          |               |                                      |                   | X                               |                                 |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| Payments                     |                         |            |              |               |                         |           |             | X              |                            |      |                     |                 |             |     | X                   |             | X               | X                   |                    |             |                          |                              |                            | X                                  | X                          | X                               |                     |                  | X                        |               |                                      |                   | X                               |                                 |           |                   | X              |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| Reconciliations              |                         |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |                     |                    |             |                          |                              |                            | X                                  |                            |                                 |                     |                  |                          | X             |                                      |                   |                                 |                                 |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| Adjustments                  |                         |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 | X                   | X                  |             |                          |                              | X                          |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 | X                               |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| Unclaimed Property           |                         |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 | X                   | X                  | X           |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 | X                               |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |
| Audits & Litigation          | X                       | X          |              |               | X                       | X         |             | X              | X                          | X    | X                   | X               | X           | X   |                     |             |                 | X                   | X                  | X           | X                        |                              |                            | X                                  | X                          |                                 | X                   | X                | X                        | X             | X                                    | X                 | X                               | X                               | X         | X                 | X              | X                     | X          | X        | X                 | X                      | X       | X | X | X | X | X | X |  |
| Property Tax Filings         | X                       |            |              |               |                         | X         | X           | X              | X                          | X    | X                   |                 |             |     |                     |             |                 |                     | X                  | X           | X                        |                              |                            |                                    |                            |                                 | X                   |                  |                          |               |                                      |                   |                                 |                                 |           | X                 |                | X                     |            | X        | X                 | X                      | X       | X | X | X | X | X |   |  |
| Assessment Review & Controls |                         |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |                     | X                  |             |                          |                              |                            |                                    |                            | X                               |                     |                  |                          |               |                                      |                   |                                 | X                               |           |                   |                | X                     | X          | X        | X                 | X                      | X       | X | X | X | X | X |   |  |
| Payments & Verification      |                         |            |              |               |                         |           |             |                |                            |      |                     |                 |             |     |                     |             |                 |                     | X                  |             |                          |                              |                            |                                    |                            |                                 | X                   |                  |                          |               |                                      |                   |                                 |                                 |           |                   |                |                       |            |          |                   |                        |         |   |   |   |   |   |   |  |

# Cross Functional Interdependencies

## Supply Chain Management

|                 |                            | HUMAN RESOURCES |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           | ACCOUNTING & FINANCE |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|-----------------|----------------------------|-----------------|---------------------------------------------|--------------|---------------------|----------------|-------------------------|--------------------|-------------------------------|------------------|-------------------------|------------|---------------------|---------|------------------------|----------|---------------------------|----------------------|------|-----------------------------|----------------------|------------------|---------------------|-----------|---------------|-------------|---------------|-----------------|-------------------|--------------------|---------------------|--------------|-------------|----------------|-------------------|---------------|---------|--------------------|--------------|----------------|-----|--|--|--|--|
|                 |                            | Benefits        | Career Dev & Planning & Competency Tracking | Compensation | Contractor Tracking | Employee Admin | Employee Communications | Employee Relations | Mergers, Acqs. Restructurings | Performance Mgmt | Policies and Procedures | Recruiting | Succession Planning | Surveys | Termination Processing | Training | Transfers and Relocations | EPPP                 | EBPP | Workforce Planning/Staffing | Workforce Deployment | Accounts Payable | Accounts Receivable | Budgeting | Cash Tracking | Commissions | Consolidation | Cost Accounting | Expense Reporting | Financial Planning | Financial Reporting | Fixed Assets | Forecasting | General Ledger | Handset Inventory | Journal Entry | Payroll | Project Accounting | Revenue Mgmt | T&E Processing | Tax |  |  |  |  |
| SUPPLY CHAIN    | Asset Mgmt                 |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | Auctioning                 |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   | X                  |                     | X            |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | Catalog Mgmt               |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | Contract Mgmt              |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | Distribution Reqmts Pln    |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | eCommerce                  |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | Forecasting                |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        | X        |                           |                      |      |                             | X                    | X                |                     |           | X             | X           |               |                 |                   |                    | X                   |              |             | X              |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | Inventory Mgmt             |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | MMBE and Supplier Database |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | P.O.                       | X               |                                             |              | X                   |                |                         | X                  |                               |                  | X                       | X          |                     |         |                        | X        |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | Property Management        |                 |                                             |              |                     | X              |                         |                    | X                             |                  |                         |            |                     |         |                        |          |                           |                      |      |                             | X                    | X                | X                   | X         | X             |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | Receiving Goods            | X               |                                             |              | X                   |                |                         | X                  |                               |                  | X                       | X          |                     |         |                        | X        |                           |                      |      |                             |                      | X                | X                   |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | Requisition                | X               |                                             |              | X                   |                |                         | X                  |                               |                  | X                       | X          |                     |         |                        | X        |                           |                      |      |                             |                      | X                |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | RFP                        |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | Supplier Scheduling        |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
|                 | Vendor Eval                |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |
| Work Order Mgmt |                            |                 |                                             |              |                     |                |                         |                    |                               |                  |                         |            |                     |         |                        |          |                           |                      |      |                             |                      |                  |                     |           |               |             |               |                 |                   |                    |                     |              |             |                |                   |               |         |                    |              |                |     |  |  |  |  |

# Cross Functional Interdependencies

## Supply Chain Management

|                 |                            | OTHER ORGANIZATIONS |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 |                                 |           |          | TAX      |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     | GLOBAL               |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|-----------------|----------------------------|---------------------|--------------------|-------------|--------------------------|------------------------------|----------------------------|------------------------------------|----------------------------|---------------------------------|---------------------|------------------|--------------------------|---------------|--------------------------------------|-------------------|---------------------------------|---------------------------------|-----------|----------|----------|---------------------|-----|---------|---------|------|-----------------|----------|------------|----------|----------|--------------------|----------|-----------------|-------------|--------------------|---------------------|----------------------|---------------------------|-----------------------|----------------|------------|----------|-------------------|------------------------|---------|--|--|--|--|--|--|
|                 |                            | Billing             | Cell Site Tracking | Collections | Corp. Financial Strategy | Corporate Comms - Empl Comms | Customer Care Productivity | Downstream Reporting Tools from DW | Employee Phone Fulfillment | External Business Relationships | Legal Contract Mgmt | Legal Litigation | Legal Security / Privacy | Nextel Retail | Product Mgmt - Product Profitability | Revenue Assurance | Sales Commissions / Dir & Indir | Sales Distribution/ Dir & Indir | Sales SFA | Tax Prep | Tax Prep | Financial Reporting | POS | Service | Use Tax | TEMS | Contract Review | Planning | Incentives | Research | Accruals | Tax Report Filings | Payments | Reconciliations | Adjustments | Unclaimed Property | Audits & Litigation | Property Tax Filings | Assess. Review & Controls | Business Intelligence | Data Warehouse | Compliance | iConnect | IT Infrastructure | Engineering Operations | Imaging |  |  |  |  |  |  |
| SUPPLY CHAIN    | Asset Mgmt                 |                     |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | Auctioning                 |                     |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | Catalog Mgmt               |                     |                    |             |                          |                              |                            |                                    |                            | X                               |                     |                  |                          |               |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | Contract Mgmt              |                     |                    |             |                          |                              |                            |                                    |                            | X                               | X                   |                  |                          |               |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | Distribution Reqmt's Pln   |                     |                    |             |                          |                              |                            |                                    |                            | X                               |                     |                  |                          |               |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | eCommerce                  |                     |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | Forecasting                |                     |                    |             | X                        |                              |                            |                                    |                            | X                               |                     |                  |                          |               |                                      | X                 |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | Inventory Mgmt             |                     |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | MWBE and Supplier Database |                     |                    |             |                          |                              |                            |                                    |                            |                                 | X                   |                  |                          |               |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | P.O.                       |                     |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               | X                                    |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | Property Management        |                     | X                  | X           |                          | X                            | X                          |                                    |                            |                                 | X                   | X                |                          | X             |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | Receiving Goods            |                     |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               | X                                    |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | Requisition                |                     |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               | X                                    |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | RFP                        |                     |                    |             |                          |                              |                            |                                    |                            | X                               |                     |                  |                          |               |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
|                 | Supplier Scheduling        |                     |                    |             |                          |                              |                            |                                    |                            | X                               |                     |                  |                          |               |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
| Vendor Eval     |                            |                     |                    |             |                          |                              |                            |                                    | X                          |                                 |                     |                  |                          |               |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |
| Work Order Mgmt |                            |                     |                    |             |                          |                              |                            |                                    |                            |                                 |                     |                  |                          |               |                                      |                   |                                 |                                 |           |          |          |                     |     |         |         |      |                 |          |            |          |          |                    |          |                 |             |                    |                     |                      |                           |                       |                |            |          |                   |                        |         |  |  |  |  |  |  |